CHAPTER 3:
MUNICIPAL PERFORMANCE REPORT

3.1 Performance Review Report

3.1.1 Introduction

Koukamma Municipality undertook a Performance Review for the whole 2006/7 Financial Year. The review was carried out and completed over two days from 27 – 28 February 2008.

During the period under review, no full-time appointment had been made to the position of Chief Financial Officer. Furthermore, at the time of review, the acting Chief Financial Officer was incapacitated in hospital. The Municipal Manager requested that the Finance Department be reviewed with input from the Accountants for Revenue and Expenditure.

3.1.2 Procedure

3.1.2.1 PREPARATION OF PERFORMANCE PLANS AND SCORECARDS

3.1.2.1.1 Performance plans were drafted in consultation with the Manager Corporate Services and based directly on the IDP and SDBIPs prepared by each manager. The plans were then circulated to each manager for revision and approval.

3.1.2.1.2 Plans were signed by the managers and submitted to Council for approval but did not go through any further public process.

3.1.2.1.3 The Municipal Manager was assigned all of the National KPIs weighted according to the DPLG guidelines with a total weight of 100.

3.1.2.1.4 The Directors were assigned the legislated KPIs for which they could be held fully accountable, each weighted according to its importance for their jobs but also with a total weight of 100.

3.1.2.1.5 The Municipal Manager and Directors were assigned all of the Core Competencies each weighted according to its importance to their jobs with a total weight of 25.

3.1.2.1.6 The Manager Corporate Services elected to list all of the Objectives, Strategies and Projects identified in the IDP in the Municipal Manager's Scorecard with an indication of how they had been delegated for control purposes.

3.1.2.1.7 It was agreed with the Municipal Manager that the final ratings for each senior manager on the Objectives, Strategies and Projects delegated to them would be incorporated into the Municipal Manager's Scorecard.

3.1.2.1.8 A separate Municipal Scorecard was prepared based on the enterprise's strategic plan. Refer to Municipal Scores in 4.5 below.

3.1.2.1.9 Senior Managers were assigned all of the Objectives and Strategies located in their departments by the IDP process for which they could be held accountable in the period under review.

3.1.2.1.10 Performance on all projects that amounted to ongoing, routine work was reviewed against Critical Performance Indicators for the Municipal Manager and Senior Managers.

3.1.2.1.11 Performance on all capital projects was reviewed under IDP Project Commitments.

3.1.2.1.12 Budget Votes for the period under review were included.

3.1.2.2 WEIGHTING

3.1.2.2.1 The KPIs were weighted according to DPLG guidelines, which amounted to a total weight of 100.

3.1.2.2.2 The Core Competencies were assigned a total weight of 25 in order to facilitate a manual calculation of weights that would ensure the prescribed ratio of 20% in relation to the total combined weights of Core Competencies plus KPIs being 125. (In future this could be done by the software that automatically adjusts weights to ensure the 80/20 ratio).

3.1.2.2.3 Thereafter, owing to time constraints and in order to establish baseline weights on which to base future calculations, weights were allocated to each standard in each performance plan by averaging the total weight for each KPA across its KPIs and the remaining total number of standards in each plan.

3.1.2.3 RATING

3.1.2.3.1 In the Howard Cook System, each official first rates his/her own performance against his/her standards on the basis of available evidence. Each official's performance is then rated by his/her supervisor or review panel. The officials then meet to discuss and reconcile any differences in ratings.

3.1.2.3.2 No panels were used in this review.

3.1.2.3.3 Normally the evaluation process would involve a review of the job and an appraisal of the person doing the job. However, since the evaluation process was behind schedule, it was decided to conduct job reviews only. All managers agreed to give an open and frank review of the work done during this period. If work was below standard, even though the circumstances might have been beyond the control of the incumbent, a below standard rating was given in order to highlight functional areas of the municipality that require corrective action.   Whilst not detracting from the accountability of the officials in any way, it is noted that the results of this review do not necessarily reflect the efforts of the officials concerned.

3.1.2.4 EVIDENCE

3.1.2.4.1 Managers were required to base all ratings on evidence that they would be able to produce on request as indicated in the Source of Information section of their Performance Plans.

3.1.2.4.2 It was agreed that, where there was a discrepancy between the ratings of the team member and the supervisor, the supervisor would request specific evidence on which to base the reconciliation of the ratings.

3.1.2.5 REPORTING

3.1.2.5.1 The consultant will submit the Performance Review Results and Report to the Municipal Manager and the Manager Corporate Services.

3.1.2.5.2 The Review Report will then be submitted to the Finance & Corporate Standing Committee. If the report is to be used to consider the awarding of performance bonuses, it will be submitted to Council via the Remuneration Committee.

3.1.3.   Notes

The following factors that could influence the integrity and validity of the results of the performance review are noted:

3.1.3.1 Special dispensation was requested from Council to carry out one review for the whole 2006/7 Financial Year in order to bring the review process up to date.

However, this meant that managers reviewed their performance for the entire year in retrospect.

3.1.3.2 The Performance of the Finance Department was reviewed with input from the Accountants for Revenue and Expenditure in the absence of the acting Chief Financial Officer. It is likely, therefore, that the ratings were subjective. The acting CFO's Core Competencies were rated by the Municipal Manager only.

3.1.3.3 Ratings for all indicators relating to operating and capital budgets for the year are subject to validation against the Financial Expenditure Report when it becomes available.

3.1.3.4 It must be emphasized that Howard Cook Associates does not review the officials. Officials evaluate their own performance against their standards based on validating evidence and are then reviewed by their supervisors. Howard Cook Associates simply facilitates the process.

3.1.4.   Results

The results of the performance review are shown on the scorecards under Appendix 1 and are summarized in the table below:

Table 1: Performance Scores

2006/7 Financial Year		
Scorecard	**Official**	**Total % Performance Score**
Municipal Manager	Mkhuseli Ndokweni	80.56
Municipal	Mkhuseli Ndokweni	76.62
Manager Technical Services	Christo Jonker	76.78
Manager Community Services	Jeffrey Ruiters	73.15
Manager Corporate Services	Riette Herselman	80.07
Chief Financial Officer	Cornelius Oudshoorn (Acting)	73.91

3.1.4.1 Analysis of the above results would suggest the following:

3.1.4.1.1 The Mayor's rating of the Municipal Manager was too lenient
3.1.4.1.2 The Mayor's rating of the Municipal Manager was accurate
3.1.4.1.3 The Municipal Manager's rating of the Technical Services Manager was too strict
3.1.4.1.4 The Municipal Manager's rating of the Technical Services Manager was accurate
3.1.4.1.5 The Municipal Manager's rating of the Community Services Manager was too strict
3.1.4.1.6 The Municipal Manager's rating of the Community Services Manager was accurate
3.1.4.1.7 The Municipal Manager's rating of the Corporate Services Manager was too lenient
3.1.4.1.8 The Municipal Manager's rating of the Corporate Services Manager was accurate
3.1.4.1.9 The validity of the Municipal Scores should be considered separately under 4.5 below.

3.1.4.2 Considering that the score for the Manager Corporate Services of 80.07% is the reconciled score from an original rating of 75.43% by the Municipal Manager and that there is a good correlation between this reconciled score and the score given independently to the Municipal Manager by the Mayor, this would suggest that the following statements above are true:

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3.1.4.1.2;
3.1.4.1.3;
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3.1.4.1.8;
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3.1.4.3   After discussion with the Municipal Manager, it is therefore recommended that the scores for the other managers be moderated upwards by 5%

The final scores, moderated accordingly, are shown in the table below:

Table 2: Moderated Performance Scores

2006/7 Financial Year		
Scorecard	**Official**	**Total % Performance Score**
Municipal Manager	Mkhuseli Ndokweni	80.56
Municipal	Mkhuseli Ndokweni	76.62
Manager Technical Services	Christo Jonker	81.78
Manager Community Services	Jeffrey Ruiters	78.15
Manager Corporate Services	Riette Herselman	80.07
Chief Financial Officer	Cornelius Oudshoorn (Acting)	78.91

3.1.4.4   For the financial year under review, the results indicate that:

3.1.4.4.1   The Technical Services Department performed 18% **below** standard
3.1.4.4.2   The Community Services Department performed 22% **below** standard
3.1.4.4.3   The Corporate Services Department performed 20% **below** standard
3.1.4.4.4   The Finance Department performed 21% **below** standard
3.1.4.4.5   The Municipality as a whole performed 19% **below** standard based on the ratings agreed to for the Municipal Manager

3.1.4.5   Municipal Scores

The issue of institutional vs individual assessment is discussed further under 7.2 below. It is simply noted here that any manipulation of the scorecard statistics must be in accordance with the principles of the evaluation model that has been adopted by the Municipality. Any modification of these results in an attempt to accommodate the principles of a different evaluation model would render the results of the adopted model invalid.

The requirement for a separate Municipal assessment based on the current evaluation model can be met in two ways:

3.1.4.5.1   By using the Enterprise Strategic Plan that is essentially the same as the Municipal Manager's Plan, excluding the Manager's Core Competence Requirements (CCRs) and specific Assignments.

3.1.4.5.2   By summarising the ratings agreed to for the Municipal Manager on each of the Key Performance Indicators (KPIs) in each of the Key Performance Areas (KPAs) for all municipalities as identified by the National Department.

In this instance, the second method is valid since the first method amounts to little more than a statistical calculation, whereas the second method is based on actual ratings for which a person is accountable. The first method can serve little purpose other than to control whether the ratings of the manager's CCRs and Assignments have been used to inflate the manager's overall score unduly. A more valid way to achieve this control is to compare the overall rating of the Municipal Manager by the Mayor with the overall ratings agreed to by the Municipal Manager for the members of the senior management team. Logically, there should be a correlation between the Municipal Manager's Score and the scores of his team members, unless there is good reason for this not to be the case.

Accordingly, the institutional assessment of the Municipality is shown by summarising the ratings for the Municipal Manager on each of the National KPIs in the table below:

Table 3: Summary of Overall Municipal Performance in National Key Performance Areas for 2006/7

KPA	% Performance Scores per Quarter*	Annual % Performance Scores per KPA
	1 – 4	
Municipal Transformation and Organisation Design	72.22	72.22
Infrastructure Development and Basic Service Delivery	79.49	79.49
Local Economic Development	62.50	62.50
Municipal Financial Viability and Management	71.43	71.43
Good Governance and Public Participation	68.75	68.75
Overall % Performance Score per Quarter	70.67	**Overall Annual % Performance Score**
*Based on the ratings agreed to for the Municipal Manager on each of the KPIs		70.67

3.1.4.5.3   From the above scores, it can be concluded that, in the 2006/7 financial year, Koukamma Municipality performed 29% **below** standard in the National Key Performance Areas.

3.1.5.   Findings

3.1.5.1   Although the Performance Plans had been signed by the senior managers and approved by Council, they had not been made available to the community for review and comment.

3.1.5.2   The Municipality has not adopted a performance management policy.

3.1.5.3   The current lack of middle management in the municipality means that several operational items that should be delegated remain in the performance plans of senior managers for control purposes. The result is that the scorecards of senior managers are inordinately long.

3.1.6. Recommendations

3.1.6.1   The Municipality needs to develop a PMS Policy to address:

3.1.6.1.1   The public process to be followed in the preparation of performance plans and the monitoring of reviews.
3.1.6.1.2   The internal process to be followed in submitting the results of performance reviews to Council including the constitution of a PMS Audit Committee.
3.1.6.1.3   The internal process to be followed for the Quarterly reporting of performance results and their incorporation into the Annual report.
3.1.6.1.4   Compliance of officials with the review process including but not limited to: matters of absenteeism from scheduled reviews, failure to submit adequately prepared plans with appropriate standards, failure to submit performance reports in the agreed format, and failure to produce evidence of performance on request.

3.1.6.2   Although the quality of standards derived from the 2006/7 IDP is higher than those derived from the 2007/8 IDP, it is important that a process of refining and improving the quality of standards is undertaken annually, taking particular note of:

3.1.6.2.1   Reducing the length of scorecards by improving the formulation of objectives and strategies to include fewer operational items and by focusing on the critical few standards.
3.1.6.2.2   The allocation of National KPIs according to accountabilities.
3.1.6.2.3   Allocation of weights to all measurable indicators within the prescribed 80/20 percentages.
3.1.6.2.4   The formulation of all indicators to be clear, specific, attainable with effort and measurable including specified quantifiable measurements based on statistical baseline information where applicable (Actual % reductions, % increases, Rand Values etc).

3.1.6.3   The Performance Review should lead to the preparation of corrective action plans by agreed deadlines and these should be included in performance plans as assignments for review in the next quarter.

3.1.6.4   Preparations carried out by officials for future reviews should include submission of the following to their supervisor a week before the review:

3.1.6.4.1   A completed Scorecard with references to specific evidence to validate performance (such as audit reports, progress reports, financial documents, inspection/sampling results, logs etc). Officials must be able to produce this evidence on request, preferably in electronic format or hard copy if necessary.
3.1.6.4.2   A list of priorities for corrective action
3.1.6.4.3   Proposed corrective action plans
3.1.6.4.4   A completed Personal Development Plan

3.1.6.5   Preparations for the 2008/9 Reviews should take cognisance of the following:

3.1.6.5.1   The selection and briefing of panels to review Section 57 Officials in accordance with DPLG Regulations August 2006.
3.1.6.5.2   Agreement on the procedure to be followed for panel reviews which should allow for:

3.1.6.5.2.1   Self-review followed by panel review and reconciliation of ratings

3.1.6.5.2.2   Final scoring procedure to be: by decision of the Municipal Manager under advice from the panel; or by averaging the scores of panel members; or other.

3.1.6.5.2.3   Procedures for officials' right to appeal the results of the review process.

3.1.6.5.2.4   Auditing of the process by the performance audit committee to include an independent performance management specialist.

3.1.6.5.2.5   Structures and procedures for reporting the results and recommendations of the review to Council which must include the performance audit committee and might include finance committee and mayoral committee.

3.1.6.6   Review dates should be scheduled annually as high priority dates on the Municipal Calendar.

3.1.6.7   Every effort should be made to include at least one more level of management in the 2008/9 reviews.

3.1.7 Conclusion

3.1.7.1 Performance Bonus Considerations

Although the primary purpose of the PMS is to evaluate and report on progress in the delivery of the IDP, the performance review results can be used as a guide in determining promotions or the payment of incentives and performance bonuses by comparing the overall % Scores to the benchmark scores on the scale for awarding of incremental bonus amounts provided by the DPLG.

After discussion with the Municipal Manager it was agreed that the current reviews cannot be regarded as reliable measurements of the Municipality's performance in delivering the IDP owing to:

3.1.7.1.1   The rushed manner in which the plans were accepted and signed
3.1.7.1.2   The condensed time in which the 2006/7 Financial Year was reviewed.
3.1.7.1.3   The scope of the review still being limited to the five senior managers only.

However, this does not preclude the possibility of Council using its discretion to motivate and award performance bonuses, using the results as a general guide, in order to maintain morale and to recognize outstanding effort where credit is due, *as long as the following is taken into account:*

3.1.7.1.4   The likely response to the awarding of bonuses from the general community.
3.1.7.1.5   The consequences of possible qualifications from the Auditor-General.
3.1.7.1.6   The DPLG has indicated that where the change in criteria for the awarding of bonuses in August 2006 negatively affected officials whose five year employment contracts were signed before this date, the matter should be settled by negotiation between Council and the Section 57 Officials concerned.
3.1.7.1.7   Despite direct enquiries made to the DPLG, the Assessment Rating Calculator referred to in the DPLG Regulations for the purpose of determining performance bonuses has not been made available to municipalities.

3.1.7.2 The Question of Individual and Institutional Assessment

The performance management model adopted by this Municipality acknowledges that the collective performance of a team might be excellent although none of the individual performances are outstanding. Conversely it is possible for the performance of individuals to be outstanding while the overall performance of the team is unsatisfactory. This happens when

there is a lack of support, poor relations and inadequate communication between members of the team.

This system also acknowledges that, for the purposes of motivation, it is important to give due recognition to both individual and team performance where it is appropriate.

However, to separate institutional performance from individual performance completely assumes that the institution, as an entity, is capable of performance and corrective action.

In the Howard Cook system, it is understood that the performance plan for each team leader constitutes the overall performance plan for his/her team. This is because each team leader identifies and delegates the work to be done by each team member in order to achieve the required results for the team. Hence, the performance plan for the Manager Technical Services, for example, constitutes the overall plan for that department and so forth. It follows, therefore, that the performance plan for the Municipal Manager constitutes the overall plan for the Municipality.

Since Key Performance Indicators (KPIs) are the standards for *overall* performance of a job, team or institution, it is reasonable to conclude from the DPLG Regulations of 2006 that the National KPIs are the standards against which the overall performance of municipalities should be measured nationally. A summary of these results, therefore, provides the institutional assessment. Such an assessment is validated by the fact that it is not based on anonymous institutional ratings but on the ratings agreed to for the Municipal Manager.

This system ensures that all plans are linked to one overall plan (ultimately the IDP) and, therefore, that all work, effort and resources are deployed for the achievement of the same, single, overall purpose i.e. the attainment of the municipality's vision and mission as embodied in the performance plan of the Municipal Manager, which amounts to the execution of all the policies, procedures and strategies of Council for the delivery of the IDP as delegated to the Municipal Manager by Council.

This logic is based on the premise that, ultimately, the achievement of desired results is the accountability of the people in the positions to which work and decision-making authority have been delegated. The combination of KPIs and critical standards for individual ongoing work (CPIs) in all performance plans acknowledges the interdependence of all team members for effective performance while allowing for recognition of outstanding individual performance.

This approach is simpler, more consistent and more in line with the requirements of the National Department than the approach of developing multiple scorecards for different levels and aspects of the institution. The latter approach also runs the risk of, firstly, reducing the focus of effort and resources on a single master plan and, secondly, diluting the individual accountabilities of managers, leading to a culture of non-performance.

3.2 Analysis and Interpretation of Performance Results by Major Function

3.2.1 FUNCTION: EXECUTIVE AND COUNCIL

This function includes all activities related to the executive and council function of the municipality, including costs related to councillor and committee expenses and governance.

Costs relating to function: Executive and Council: 2006/2007

Council Expenses	R	1,670,403
Secretariat	R	
Other	R	
Total	R	1,670,403
Office of the Municipal Manager	R	685,817
TOTAL: EXECUTIVE AND COUNCIL	R	2,356,220

3.2.1.1 Description of Activity

This function is administered by the office of the Municipal Manager in consultation with the Mayor/Speaker.

All decisions are taken by the Council, Mayor/Speaker or senior officials in terms of the authority delegated by legislation and/or the delegation of authority adopted by Council on 1 August 2003.

The following committees have been established to deal with specific issues at operational level and make recommendations thereon to Council:

- Finance and Management Committee
- Infrastructure and Technical Committee
- Social and Community Development Committee
- Local Economic Development Committee.

Other Committees:

- Remuneration Committee
- Internal Audit Committee
- Local Labour Forum
- MFMA Implementation Steering Committee
- Bid Specification, Evaluation and Adjudication Committees.

3.2.1.2 Analysis of function

- Total number of councillors   10
- Full-time Mayor/Speaker   1

Number of Council and Committee meetings held during the year under review:

	Number of Meetings 2006/2007
Council	6
Special Council	16
Ward Committee	21
Internal Audit Committee	3
Bid Committee	1
Local Labour Forum	2
Standing Committees	9
Budget Meetings	2

3.2.1.3 Key Performance Indicators, Targets and Variances

Project	Key Performance Indicator	Target 2006/2007	Actual 2006/2007	Target 2007/2008
Oversight Council operations and exercise delegated authority	Planned meetings held	30 meetings		Not monitored as part of SDBIP
Ensure the institution is managed in an efficient and effective manner.	% of SDBIP implemented	100%		100%

3.2.1.4 Key Issues for 2006/2007

- Outreach to the Business Sector in the area.
- By-laws promulgated for the municipality by 30 June 2007
- Training on the by-laws conducted for councillors and officials
- Organisation restructured to facilitate achievement of development objectives.

3.2.1.5 Objectives

- Improve municipal governance
- Promote effective and transparent communication

3.2.2 FUNCTION: PLANNING AND DEVELOPMENT & OTHER

3.2.2.1 Sub-Function: Economic Development & Tourism

3.2.2.1.1 Overview

This sub-function includes all activities associated with economic development and tourism initiatives. Local Economic Development (LED) is an approach to economic development that encourages residents of local communities to work together to stimulate local economic activity that will result in, inter alia, an improvement in the quality of life of all in the local community.

3.2.2.1.2 Description of activity

The function of economic development / planning within the municipality is administered through the LED Unit and includes:

- Strategic planning
- Providing of support to SMME's
- Providing a linkage between SMME's, government institutions and other financial institutions
- Provision of Land to SMME's
- Providing support to SMME's to promote tourism
- Encourage the formation of new enterprises
- Protect existing businesses from leaving or relocating
- Attracting external investment (nationally & internationally
- Investing in physical infrastructure
- Investing in soft infrastructure (educational workforce development , institutional support systems and regulatory issues
- Supporting the growth of a particular clusters of businesses
- Targeting particular parts of the municipality for generation or growth
- Support informal & emerging businesses
- Targeting certain disadvantaged groups

3.2.2.1.3 Analysis of the function

Number and types of grants:

- Land affairs for purchasing of Cornucopia farm (23/12/06)   R 6,900,000
- DEAET for Rock Art project at Joubertina   R 2,925,000
- DEAET for Honey Bush Tea   (returned)   R 1,300,000
- DEAET for Two Streams   (reallocated)   R   600,000
- SDF from HLGTA   R   150,000
- Woodlands flower project from DEAET   R   500,000
- Tourism sector plan from DBSA & DEAET   R   200,000
- Department of Agriculture   R 2,100,000

3.2.2.1.4 Key performance indicators, targets and variance

PROJECT	Performance indicator	Actual 2005/6	Target 2006/7	Actual 2006/7	Target 2007/8
Rock Art: Building of a rock art centre at Joubertina	Implementing agent hand over the complete project to Koukamma	Implementing agent appointed	Complete building of the centre	Recruitment & training of labour force	Handing over complete project

PROJECT	Performance indicator	Actual 2005/6	Target 2006/7	Actual 2006/7	Target 2007/8
	Municipality				
Honey Bush Tea	Fully functional organisation established	Stakeholders identified and registered	Business plan drawn & funding received	Funding never reached Municipality and was returned	Business plan drawn and funding received & organisation commences
Two streams charcoal	Lease out the project to private operators	Leased out to Silicon Smelters			
Formulation of Tourism sector Plan	Complete a tourism plan for Koukamma Municipality	Funding was only received from DBSA and nothing from DEAET	Tourism plan completed and handed over for implementation	All funds were received and PSC established	Complete the sector plan for implementation
Development of an LED Strategy	Identify funding to do LED strategy for Koukamma	No funder responded positively	Identify funding from other sources	Approximately 600,000 has been sourced through Thina Sinako & Service Provider is Identified & project approved	Complete the project about October 2008
SDF	SDF approved	Draft SDF approved	SDF completed and approved	Final draft completed and council adopted it in June 2007	Review SDF
Woodlands flower project: Growing of flowers which are sold to Loerie	Funding sourced, Planting commences and labour force trained	Funding Sourced	Establish PSC, sort land issues and employ a service provider	Commence with planting and source more funding	
Cornucopia Farm: Used to be a tomato farm, currently bought for the Sandrift/Stormsriver community. To grow flowers using channels and to export to overseas markets	Purchase the farm and install the necessary infrastructure	Contracts signed & farm purchased & farm manager employed & Community trust established	Receipt of funds for the installation of the necessary infrastructure and commencement with farming activities	No action	Receipt of funds and drawing up of business plans
Koukamma Fruit packers: Building of cold storage and facilities to sort and pack fruit in such a way that it is ready for overseas	PDI's to get a 35% share in the business	Project completed and is functional			

- Adoption of Spatial Development Framework in May 2007
- As far as charcoal at two streams, a lease contract with Silicon Smelters, Willie was signed
- Provided land for the development of a cool storage by Koukamma Fruit Packers
- A contract for the woodlands flower project was conclude d with CDM
- Facilitate the sale of Cornucopia farm to the communities of Mandela park and Stormsriver
- Successfully sourced funding for Tourism Plan Development from DBSA & DEAET
- Project Steering Committee for tourism sector plan established

3.2.2.1.6   Strategic objectives

The economy of Koukamma area to achieve the following targets

- Increase employment in the Koukamma area so as to reduce high unemployment
- Provide sustainable employment creation in the area
- Create key economic empowerment mechanism
- To promote tourism planning
- Transform the tourism sector to open it to more participants, particularly Previously Disadvantaged Individuals (PDI's)

3.2.2.1.7   Progress on Projects

Highlights

Despite the many difficulties there were highlights during the year including the following:

- The opening of Koukamma Fruit packers at Joubertina. This is a joint venture between commercial and emerging farmers. The funding for the emerging farmers was received from the Department of Agriculture. This initiative provided jobs to many previously disadvantaged individuals.
- A Business breakfast was held at Tsitsikamma and at Langkloof on 2 and 28 November on 2006. This is a municipal initiative to improve relationship between the municipality and private sector. The main aim was to encourage and improve dialogue between the municipality and business and also how business sector can be of assistance in implementing its local government mandate.
- The first Tourism Sector Plan Steering Committee meeting was held on 17 April 2007, but it was not possible to go further due to funding constraints
- An LED workshop to broadly discuss issues affecting LED was held on 10 May 2007
- Good cooperation between the municipality and the two tourism associations of Koukamma emerged
- The intention and willingness to establish at a higher level, a single tourism organisation which will include the private associations, the Koukamma municipality and previously disadvantaged communities. This new association will be able to fundraise with both the government and private sector.

Challenges

The year under review had many challenges which resulted in the LED Unit being unable to develop an LED strategy for Koukamma. The same challenges negatively affected the development of a tourism sector plan for Koukamma municipality. It was a struggle for the municipality to receive enough funds for the formulation of a tourism sector plan. The municipality took a decision to establish a Koukamma LED Agency; however, this was also unsuccessful due to funding. Other challenges include:

- Lack of capacity in terms of support staff as well finances
- Honey Bush Tea project remains a challenge
- Previously disadvantaged individuals are not participating in the tourism sector
- The municipality owns very little land and available land in the market is very expensive
- Infrastructure such as roads remains a big challenge

3.2.2.1.8   Proposed Corrective Actions

3.2.2.2 Sub Function: Integrated Development Plan

3.2.2.2.1 Overview of IDP

The Integrated Development Planning (IDP) Process is a process through which municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development, and institutional transformation in a consultative, systematic and strategic manner.

In terms of legality, IDP is based on the constitution of the country, the Municipal Systems Act (MSA) of 2000, and the Municipal Planning and Performance Management Regulations (2001): as well as The Municipal Finance Management Act No 56 of 2003, Section 21.1(a) (referred to as the "MFMA"). As the IDP is a legislative requirement, it has a legal status and it supersedes all other plans that guide development at local government level.

Challenges

- Public participation remains a challenge in terms of meaningful participation, logistics and budget;
- SDBIP includes unfunded projects;
- Review of institutional performance management does not include participation of public
- Departments lack capacity to conduct IDP performance review, hence, analysis reports are lacking
- Due to the constant use of service providers in the IDP formulation and review stakeholders in the lack of enthusiasm, self trust, self confidence and has created a dependency syndrome
- The municipality lacks the capacity to conduct community based planning
- Due to the vastness of the area and lack of financial resources, it is difficult to hold IDP rep forums, printing and distributing enough IDP documents to effect public participation
- Lack of capacity (expertise and experience) to review SDF
- Lack of capacity (expertise and experience) to develop and review Sector Plans
- Lack of capacity (expertise and experience) to deal with section 78 applications as well as service level agreements

3.2.2.2 Proposed Corrective Actions

3.2.3 FUNCTION: COMMUNITY SERVICES

The Community Service Department is one of four Departments that has been established during 2001 subsequent to the establishment of the Koukamma Municipality in 2000.

The purpose for having established this Department was to facilitate the opportunity for all citizens of the Municipality to have equal access to Community Services such as:

- Housing
- Protection Services – (Traffic - E-NaTis)
- Fire Services
- Disaster Management
- Sports, Recreation
- Cemeteries
- Library
- Municipal Health

In so doing, it strives to exercise the correct behavior in order to uphold Koukamma's values of **transparency, honesty and commitment**.

NUMBER OF MUNICIPAL STAFF EMPLOYED:

- Housing — 1 Housing Clerk
- Protection Services – Traffic — 7 Traffic Officers
- E-NaTis — 1 e-Natis administrator, 1 snr clerk 2 clerk one examiner ofvehicles, one examiner for drivers licences, one filing clerk one pit assistant
- Fire Services — 1 Fire Services Officer 2 secondments from parks and recreation department as firemen
- Disaster Management — 1 Disaster Manager(Cacadu Employee shared with Kouga)
- Library — 4 Library Assistants and 4 cashier clerks in satellite office performing the function of library assistant.
- Sports, Recreation — 1 Attendant for each cemetery (on contract)
- Cemeteries — 1 Attendant for each cemetery (on contract

Department	Top Management	Senior kills Management	Professional	Skills Technical & Academics	Office / Administrative	Non Professionals
Housing				1		
Protection Services – Traffic	1	1	2	3		
E-NaTis		2	2		3	1
Fire Services				1	1	2
Disaster Management		1				
Library					4	6
Sports, Recreation						
Cemeteries						
Environmental Health				1		

BUDGET

PROJECT NAME	NODE	WARD	BUDGET
Formulate an integrated Environmental Programme	ALL NODES	ALL	R 50,000. 00
Establish Low Income Housing Insurance Scheme	ALL NODES	ALL	R 15,000. 00
Kareedouw Building of 447 Houses	KAREEDOUW	3	R 8,984.700.00
Ravinia-Building of 300 houses	RAVINIA	2	R 6,930,000.00
Krakeel Rivier Building of 189 houses	KRAKEEL-RIVIER	2	R 4, 424, 632.00
Louterwater- building of 589 houses.	LOUTER-WATER	1	R 11,838, 900.00
Griqua Rust- 60 houses	GRIQUA RUST	5	R 360,000.00
Training progs,job creation & recreational progs	ALL NODES	ALL	R 20,000.00
Lobby Dept. Education to upgrade facilities	ALL NODES	ALL	R 500.00
Lobby Health Auth. To provide more Mobile clinics	ALL NODES	ALL	R 0.00
Establish Health Care Forum	ALL NODES	ALL	R 1,000.00
Investigate registering local Traffic police as Peace Offices.	ALL NODES	ALL	R 5,000.00
Participate in the Formulation of Disaster Management Plan.	ALL NODES	ALL	R 0.00
Establish Disaster Management Forum.	ALL NODES	ALL	R 0.00
Kwaaibrand Transfer Safcol Houses to Occupants	KWAAIBRAND	4	R 5,100.00

PROJECT NAME	NODE	WARD	BUDGET	
ID Housing need	ALL NODES	ALL	R	500.00
Misgund- Building of 401 Houses	MISGUND	1	R	9,263,100.00
Kareedouw- Upgrading of Various Facilities	KAREEDOUW	3	R	830,000. 00
Clarkson Transfer Houses to Occupants	CLARKSON	4	R	35, 000.00
Investigate Land Required for Education Facilities.	ALL NODES	ALL	R	0.00
Joubertina-Additional Land Housing	JOUBERTINA	2	R	0.00
Kwaaibrand-Land for Additional Housing	KWAAIBRAND	4	R	0.00
Sandrift-Transfer Houses to Occupants	SANDRIFT & NOMPUMOLELO	5	R	0.00
Coldstream-Acquire funds for add. Land (housing)	COLDSTREAM	5	R	4,512,000. 00
Sandrift- Purchase Land for 350 Houses	SANDRIFT/ NOMPUMOLELO	5	R	400,000. 00
Stormsriver- Establish Library	STORMSRIVER	5	R	50, 000. 00
Clarkson- Transfer Houses to Occupants	CLARKSON	4	R	35,000.00
Clarkson Establish Library	CLARKSON	4	R	50, 000. 00
Clarkson-Addit,Sportsfield and ablution Facility	CLARKSON	4	R	1,000,000. 00
Kareedouw Cemetery extension	KAREEDOUW	3	R	75,000.00
Kareedouw Establish multi-purpose Hall	KAREEDOUW	3	R	6,500,000. 00
Kareedouw Establish Cultural Centre	KAREEDOUW	3	R	2,500,000. 00
Kareedouw Upgrading of Clinic	KAREEDOUW	3	R	0.00

PROJECT NAME	NODE	WARD	BUDGET
Joubertina – Lobby Dept Health to re-open Hospital	JOUBERTINA	2	R 5 00.00
Joubertina – Additional land for Housing	JOUBERTINA	2	R 0.00
Mfengu Farms- Building of 500 Houses	MFENGU FARMS	4	R 15,015,000. 00
Develop a By-Law for Liquor Outlets	ALL NODES	ALL	R 3,000. 00
Joubertina-Crematorium and Garden of Remembrance	JOUBERTINA	2	R 6,500,000. 00
Land for Establishment of food Gardens	ALL NODES	ALL	R 0.00
Stormsriver- Construct Crèche Facility	STORMSRIVER	5	R 650,000.00
Woodlands Establish Clinic	WOODLANDS	4	R 650,000.00
Louterwater- Food Gardening:- Hydro or Aeroponics	LOUTERWATER	1	R 1,000,000. 00
Kareedouw-Daily Maintenance of Toilets: Qhayiyalethu	KAREEDOUW	3	R 30,000. 00
Krakeelrivier - Maintenance of Toilets	KRAKEELRIVIER	2	R 30,000. 00
Joubertina- Maintenance of Toilets	JOUBERTINA	2	R 30,000. 00
Make Church sites Available for Sale/Lease	ALL NODES	ALL	R 0.00
Comprehensive Land Audit	ALL NODES	ALL	R 160,000. 00
Service Centre for the aged- all Areas	ALL NODES	ALL	R 2,000,000. 00
Development and maintenance of Play Parks	ALL NODES	ALL	R 1,000,00.00

PROJECT NAME	NODE	WARD	BUDGET
Eerste River – 200 Houses	EERSTE RIVER	4	R 4,016,000. 00
Joubertina-Cemeteries Expansion	JOUBERTINA	2	R 75,000.00

3.2.3.1 Sub-Function: Fire

3.2.3.1.1 Overview

It includes all activities relating to managing Fire Services within Koukamma Municipal area.

3.2.3.1.2 Description Of Activity

The fire fighting services within the Koukamma area is administered by the Fire Services Officer through the Fire services unit and includes:

- Planning
- Provision of specialised fire fighting services such as Mountain and Veldfires.
- Facilitation of Training of Fire personnel.

3.2.3.1.3 Analysis Of The Function

1 x Fire Services Officer
1 x Fireman
3 x Parks and Recreation employees seconded to this section as firemen.

STATISTICAL INFORMATION 2006 -2007

Fire and emergency calls	8 per week
Fire prevention and safety inspections	24
Number of Fire Hydrants checked and maintained	89
Fire Awareness Campaigns	6

3.2.3.1.4 Key Issues 2006 / 2007

- Appoint Fire Fighting teams in all settlements and train them
- Buy proper/ adequate fire fighting equipment
- Construct and Maintain in Fire Breaks with the assistance of working on fire teams from Steytlerville, our own new established working on fire team and the IDET project.
- Speed up the establishment of an FPA

3.2.3.1.5 Strategic Objectives

- Develop Fire services plans for the Koukamma area.
- Strengthening the Fire Services operational capacity.
- Prepare business plans to secure funding.
- Training of Fire fighting personnel.
- Promote Fire Awareness within the area.
- Promote cross boarder fire service assistance through mutual agreements.

3.2.3.1.6 Progress on Projects

- The Fire Services Department Received two (2) fully equipped Fire fighting Vehicles.
- Working-On-Fire crew was established and Fire breaks have been established.
- A FIRE PROTECTION ASSOCIATION (FPA) has been established.
- The contract of the Fire Services Officer has been renewed

PROGRESS ON BACKLOGS

Fire Services

- Establish fire fighting teams in all areas.
- Acquire four (4) two way radios for traffic and fire services.

Disaster Management

- Successfully dealt with the disasters (floods) that occurred during August 2006.
- A Disaster Management office has been established in Kareedouw.
- A Local person has been appointed by CDM to serve the DM office (shared with Kouga Municipality).
- A Framework Disaster Management Plan has been adopted.
- A Local Disaster Management Forum has been established.

3.2.3.2 Sub-function: Traffic Services

3.2.3.2.1 Overview

This unit includes all activities relating to managing Traffic related issues in Koukamma Municipal area.

3.2.3.2.2 Description Of Activity

The Traffic Services within the Koukamma area is administered by the Superintendent and six (6) Traffic Officers and the unit includes:

- Law Enforcement
- Speeding Camera.
- Laser Cam operating
- Incident Callouts

3.2.3.2.3 Analysis Of The Function

1 x Superintendent
6 x Traffic Officers

STATISTICAL INFORMATION 2006 -2007

Emergency / Incident calls
Daily Patrolling in the Koukamma area

For the year under review the following statistics were recorded:

MONTH	INFRINGEMENT %	TOTAL AMOUNT
July 2006	20.13	R277 700
August 2006	12.79	R353 990
September 2006	11.75	R226 160
October 2006	12.76	R212 730
November 2006	11.65	R185 410
December 2006	12.91	R181 620
January 2007	10.88	R252 240
February 2007	12.3	R263 230
March 2007	12.02	R162 930
April 2007	10.98	R115 860
May 2007	10.78	R182 880
June 2007	14	R158 840
TOTAL		**R2 573 590**

NOTICES	NO.	VALUE
Issued	2209	R812 800
Paid	549	R156 500
Withdrawn	79	R29 950
Warrants	102	R39 100
Guilty	0	R0 00
Untraceable	0	R0 00

3.2.3.2.4   Key Issues 2006 / 2007

- Law Enforcement personnel are accommodated in the TMT offices in Kareedouw.
- Additioinal filing space has been created for e-Natis files in Joubertina..
- The administrative procedures for warrants of arrest and court procedures have been improved to the satisfaction of both the magistrates of Humansdorp and Joubertina respectively

3.2.3.2.5 Strategic Objectives

- To provide maximum service to the Koukamma area.

3.2.3.2.6 Progress on Projects

JOINT VENTURE WITH TMT:

- The targeted 38hrs per week on the camera were not met.
- Traffic officers were trained, but appointed on contract for duration of the Joint Venture.
- Uncertainty about the conditions of appointment (politically).
- CDM did not honour their promise to install radio's in vehicles
- Cash flow problems prohibited us from buying and replacing faulty road signs.

PROGRESS ON BACKLOGS

Protection Services – Traffic & E-NaTis

- Application for extension of portions of roads in other areas on the N2 main road to perform speed law enforcement has been submitted to the District Public Prosecutor.

3.2.3.2.7 Proposed Corrective Actions

3.2.3.3 Sub-Function: E-Natis

3.2.3.3.1 Overview

This section includes all activities relating to managing E-NaTIS services within Koukamma Municipal area.

3.2.3.3.2 Description Of Activity

The E-NaTis Services within the Koukamma area is administered by: 1x Natis Administer, 1x Natis Supervisor, 2 x Natis clerks and 1 x Filing Clerk , 1x Roadworthy Examiner, 1x Drivers Licences.

- Motor Registrations
- Driver Licences
- Learner Licences
- Roadworthiness

3.2.3.3.3 Analysis Of The Function

1x Natis Administer	- Manage the E-Natis Office
1x Natis Supervisor	- Cashier, See to Administration Functions
2 x Natis clerks	- Cashiers (Drivers Licences, Motor Registrations)
1 x Filing Clerk	- Filling
1x Roadworthy Examiner	- Vehicle Roadworthiness
1x Drivers Licences Examiner	- Drivers Licences.

- Created adequate Filing space for Joubertina
- Appointed an additional e-Natis clerk in Joubertina

3.2.3.3.5   Strategic Objectives

- Maximum service delivery the Koukamma area..

3.2.3.4   Subfunction: Library

3.2.3.4.1   Overview

This unit includes all activities relating to Library related services within Koukamma Municipal area.

3.2.3.4.2   Description Of Activity

The Library Services within the Koukamma area is administered by the librarians in the different settlements and the unit includes:

A Library facility is needed in each and every settlement within Kou-Kamma.

The following areas still do not have a Library facility to ensure a high level of service: Misgund, Krakeel, Clarkson, Stormsriver, Coldstream.

- Planning
- Provision of specialised library / information related issues.
- Facilitation of Training of library personnel.

3.2.3.4.3   Analysis Of The Function

4 x Library Assistants and
6 Assisting Hall attendants in each of the 10 settlements

3.2.3.4.4   Statistical Information 2006 -2007

- Established satellite facilities in Louterwater, Clarkson, Stormsriver and Coldstream
- Over 32 000 public members in the Koukamma area of jurisdiction have access to a library facility.

3.2.3.4.5 Key Issues 2006 / 2007

- A Library facility is needed in each and every settlement within Kou-Kamma.
- Library facility to ensure a high level of service
- Koukamma to equip existing Library facilities and to establish facilities where those are non-existent.

3.2.3.4.6 Strategic Objectives

- Develop Library Services for the Koukamma area.
- Strengthening operational capacity with the necessary equipment.
- Training of Library personnel.
- Promote Reading Awareness within the area.
- Promote cross boarder poetry competitions in conjunction with Region.
- Great success is achieved in the retrieval of lost library material.   .

3.2.3.4.7 Progress on Projects

- A Xhosa speaking male library assistant has been appointed in Woodlands.
- Equipment worth R364,000.00 was purchased to establish satellite Library facilities at the different settlements where needed.
- A well-functioning library committee was established in Joubertina.
- Great success is achieved in the retrieval of lost library material. Members paid for books which could not be found.

PROGRESS ON BACKLOGS

Library

- A budget proposal of R3 million rand has been submitted to Cacadu District Municipality for improving of satellite facilities and equipment.
- Satellite facilities have been established in Clarkson, Stormsriver and Coldstream.
- The Department of Sports, Recreation, Arts and Culture has trained librarians to be deployed to municipalities.

3.2.3.5 Sub-function: Public Amenities

3.2.3.5.1 Overview

This unit includes all activities relating to Public related services within Koukamma Municipal area. (Cemeteries & Crematoriums , Parks, Crèches, Community Halls)

3.2.3.5.2 Description Of Activity

The Services within the Koukamma area is administered by the assistants in the different settlements and the units includes:

Cemeteries:

Cemeteries exist in the following areas:

- Misgund, Louterwater, Krakeel, Joubertina, Kareedouw (3), Clarkson, Woodlands, Sandrift and Coldstream.

- ➤ Cleaning of cemeteries is done occasionally.

Parks & Open Spaces:

- Play parks only exist in Kareedouw & Louterwater – cleaned regularly.
- Open Spaces cleaned according to a programme

Créches:

- All of these facilities are hosted in Municipal buildings, except for Joubertina central Town

Community Halls:

- Community Halls, which are used for a number of purposes exist at the following areas and settlements such as:

  - Libraries, Pay points, Church, Accommodate Ward Councillors, etc

- Each hall is services by a hall attendant.

3.2.3.5.3 Analysis Of The Function

Cemeteries: 1 in Each of the 10 Settlements

STATISTICAL INFORMATION 2006 -2007

Ward	Settlement	Comm. hall	Multi-purpose centre	Sport facilities	Play Park	Crèche	ABET centre	Clinic	Total Population per ward
Ward 1	Misgund	0	0	0	0	1	0	Clinic	8 537
	Louterwat	1	0	1	1	1	0	Satellite	
Ward 2	Krakeel	1	0	1	0	1	0	Satellite	7 985
	Joubertina	1	0	1	0	3	0	Mobile	
Ward 3	Kareedouw	3	0	2	3	4	1	1 clinic I Hosp.	6 463
	Twee Rivieren							1 Clinic 1 Mobile	
Ward 4	Clarkson	1	0	2	0	1	0	Satellite Mobile	5 143
	Eersterivie	0	0	0	0	1	0		
	Woodland	1	0	1	0	1	1		
Ward 5	Sanddrift	0	2	1	0	2	0	Mobile Satellite	6 166
	Stormsrive	1	0	0	0	1	0	Satellite	
	Coldstrea	1	1	1	0	1	0		
Total:		10	3	10	4	17	2	1 – Hosp. 3–Full clinic 5 – Satellite 4 – Mobile	34 294

Cemeteries:

Ward	Settlements	Current spare capacity available (%)
1	Misgund	1%
	Louterwater	50%
2	Krakeel	0 %
	Joubertina	1%
3	Kareedouw – New Rest	90%
	Kareedouw – Uitkyk	50%
	Kareedouw- Central	10%
4	Clarkson	95%
	Eerste Rivier	Church – 40%
	Woodlands	5%
	Koomansbos	Church – 10%
	Guava Juice	
	Vitry Bos	
5	Coldstream	20%
	Stormsriver	No cemetery
	Thornham	Church – 30%
	Sanddrif	70%
	Goesa	40%

Cemeteries:

- A new cemetery for Stormsriver and extention to the existing cemetery in Joubertina.
- Planning and design of new cemeteries
- Expand cemeteries.
- Maintain cemeteries
- Cemetery attendants are appointed in almost all areas.
- Upgrade existing cemetery in Coldstream
- Garden of remembrance Joubertina.
- New cemeteries Louterwater, Misgund and Stormsriver

Play Parks & Open Spaces:

- > Repair play park equipment
- > Maintain Play parks & Open Spaces.

3.2.3.5.5 Strategic Objectives

Community Halls:

- Adequate book keeping of hall bookings.

3.2.3.5.6 Progress on Projects

Sports, Recreation

- Attendants for Community Halls have been appointed in the different areas to Maintaining the sports facilities in the different areas.
- The Coldstream & Stormsriver Halls are being managed by a church group and a community group respectively.
- Sport forums have been revived in Kareedouw, Krakeel and Louterwater.
- A Grass Cutting has been established to maintain the sidewalks and public facilities.

Cemeteries

- Hall Attendants have been appointed as cemetery attendants in the different areas. (10)

- SETPLAN has appointed service providers to conduct EIA's in order that cemeteries at Stormsriver and Joubertina can be established.

PROGRESS ON BACKLOGS

Cemeteries

- Cemetery registers are available at satellite offices.
- Service providers approved to facilitate the establishment of new cemeteries at Stormsriver and Joubertina.

   - ➢ Applications for funding to establish cemeteries at Misgund, Krakeel and Woodlands was forwarded to DHLG.

3.2.3.6   Sub-Function: Housing

3.2.3.6.1   Overview

This unit includes all activities relating to managing Housing within Koukamma Municipal area.

3.2.3.6.2   Description Of Activity

The Housing department within the Koukamma area is administered by a Housing Officer and a Housing Clerk through for the Koukamma area of jurisdiction and includes:

- Planning

3.2.3.6.3   Analysis Of The Function

1 x Housing Officer
1 x Housing Clerk
1 x Assistant (Ranger)

STATISTICAL INFORMATION 2006 -2007

	Housing Backlog	Projected Housing Needs	
		2006	2007
Ward 1	600	300 Louterwater 300 Misgund	350 Louterwater 350 Misgund
Ward 2	550	300 Joubertina 250 Krakeelrivier	350 Joubertina 200 Krakeelrivier
Ward 3	450	300 Kareedouw 150 Twee Riviere	350 Kareedouw 100 Twee Riviere
Ward 4	960	450 Woodlands 250 Clarkson	350 Woodlands 300 Clarkson
Ward 5	1100	300 Stormsriver 100 Thornham 250 Coldstream	350 Stormsriver 150 Thornham 300 Coldstream
Total Backlog	3600		

3.2.3.6.4   Key Issues 2006 / 2007

- In process of transferring house ownerships to occupants in Coldstream and Sanddrif (Blikkiesdorp)
- Maintain housing database for each settlement.
- Maintain database for SMME's in housing sector.
- Completed Mountain View project (447 units) except for construction of ceilings.

3.2.3.6.5 Strategic Objectives

- Identify Housing Need
- Investigate Land Required
- Make Church Sites Available for Sale/Lease

3.2.3.6.6 Progress on Projects

Highlights

Housing

> The blocked Mountain View PHP: 401 units has been revived except for installation of ceilings.

> The Misgund Housing Project is back on track.

> All outstanding documentation for the old Kareedouw: 484 units have been gathered and sent to the conveyances for processing.(Title Deeds)

> Reconciliation of Housing projects are done monthly and submitted to the Department of Housing and Local Government by the 10th of each following month.

> The summonsed amount was paid to Lingisizwe.   No amounts owed to any service provider.

Kareedouw -Building of 447 Houses
Ravinia-Building of 300 houses
Krakeel Rivier Building of 189 houses
Louterwater- building of 589 houses.
Griqua Rust- 60 houses

Transfer of Ex-Safcol Stock

> An amount of R180 000 is available for the project.

> Due to financial constraints the Project could not be completed although an order number was requested from the CFO in order to instruct the service provider to continue with the registration process to effect the transfer of ex-SAFCOL stock in the names of beneficiaries.

PROGRESS ON BACKLOGS

Housing

- None of the three Housing Projects could be finalized timeously due to financial constraints. Commencement dates are as follows:

Area	Date
Mountain View	13/01/03
Joubertina	07/03/03
Misgund	February 2005

- There was a delay in releasing of funds by the Department of Local Government, Housing and Traditional Affairs.

- Beneficiaries of the old 484 Kareedouw project could not be traced and this caused a delay in the project and a second service provider had to be appointed .

3.2.3.6.7   Proposed Corrective Actions

3.2.3.7   Sub-function: Health Services

3.2.3.7.1   Overview

It includes all activities relating to the provision of environmental (municipal) health services (MHS).

3.2.3.7.2   Description Of Activity

The function of Municipal Health Services in the Municipality is administered as follows:

The Municipality has entered into agreements with Cacadu District Municipality to render MHS in the respective areas.

The Koukamma area is served with one (1) Environmental Health Practitioner employed by Cacadu District Municipality and the functions are as follows:

- Active Environmental Education Sessions and Awareness Campaign programmes
- Waste Management and Pest Control
- Water and Food Quality Monitoring
- Facilities Evaluations
- Complaints Investigation
- Research
- Surveillance and Prevention of Communicable Diseases
- Evaluation of Cemeteries, mortuaries and funeral undertaker establishments
- Attending to applications for burials exhumations

STATISTICAL INFORMATION 2006 -2007

Access to services:	Hospital	clinic	ambulance	public schools - primary schools
	%	%	%	%
Kou-Kamma	42.5	96.3	56.3	93.8

3.2.3.7.3 Key Issues 2006 / 2007

- An Environmental Health Practitioner was appointed on 1 February 2008.
- Pest control outreaches were conducted and focused on dog vaccination, dipping and deworming in different settlements.
- Waste management and refuse site visits were conducted in the settlements.
- The quality of water, meat and food is monitored continuously through sampling and analysis.
- Sanitation monitoring occurs regularly.
- Environmental Awareness campaigns have been conducted as various schools in Koukamma.

3.2.3.7.4 Strategic Objectives

This function is to improve the health status of communities services through the identification, evaluation and pest control.
This is factors which affect the physical, social and mental well-being of communities.

- Promote Environmental Health Awareness within the area.

3.2.3.7.5 Progress On Projects

- An Environmental Health Practitioner was appointed from 1 February 2007.
- The Cacadu District Municipality is financing the full budget for Environmental Health Services in Koukamma.

3.2.3.8 Sub-function: Cleansing & Refuse removal

Municipal functions include the removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.

Table below reflects municipal level of service in terms of refuse removal.

Level of Service	Kouk amma	% of total h/hol ds	Ward 1	%	Ward 2	%	Ward 3	%	Ward 4	%	Ward 5	%
Communal dump	1261	12.6	998	38.9	24	1.9	150	11.8	19	1.5	67	5.3
Own refuse dump	3053	30.6	847	33.0	444	14.5	598	19.5	497	16.3	665	21.7
No Disposal	312	3.1	127	40.7	56	17.9	21	6.7	91	29.2	15	4.8
Total	4 626	46.4	1 972	42.6	524	11.3	769	16.6	577	12.5	747	16.1

Additional issues with regard to refuse removal include:

Issues: Wards	Dumpsites	No solid waste dump sites
1	Louterwater	Misgund
2	Krakeel (SLA) Joubertina	
3	Kareedouw	
4	Woodlands Clarkson	
5	Coldstream	Sanddrif Stormsriver

3.2.3.8.1 Progress on Projects

Highlights

- A refuse removal program for the entire area was in operation for the whole period under review.

- All new developments are receiving this service.

- A service provider was appointed for the refuse removal of Kareedouw and surrounding areas to improve service delivery to residents. The service of this contractor was of outstanding performance to the extent that members of Kareedouw did not report any incidents of poor service delivery for the period under review and no backlog was experienced during this period.

- Clearing of Louterwater refuse site from filthiness that resulted from refuse that was brought from Stormsriver Refuse site..

- Access to all refuse removal sites has been improved and stricter control in terms of illegal dumping is implemented.

- The following projects were identified and successfully registered on the Municipal Infrastructure Grant Management Information System:

  > Sandrift Solid Waste Disposal Site – this project entails the construction of a solid waste dumping site and a recycling plant. Upon completion of this project approximately 5 people will receive permanent employment by council for operations. A service provider has been appointed and is the final design stage. The proposed completion date for this project is 2008/09 financial year.

- Assistance from Cacadu District Municipality with the procurement of land to create a regional solid waste dumping site is still awaited.